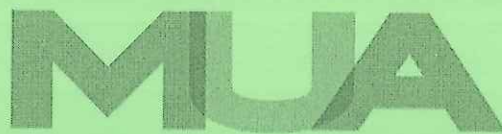


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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF ARTS IN DEVELOPMENT STUDIES

MDS 508: PROJECT MANAGEMENT PRINCIPLES

DATE: 3<sup>rd</sup> APRIL 2018

DURATION: 3 HOURS

MAXIMUM MARKS: 60

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is **compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided

**QUESTION ONE**

**Read the case study below and answer the questions that follow:**

**STANDISH GROUP**

In 1995, the Standish Group published an often-quoted study titled 'The CHAOS Report' or simply 'CHAOS'. This prestigious consulting firm surveyed 365 information technology executive managers in the United States who managed more than 8,380 information technology application projects. As the title of the study suggests, the projects were in a state of chaos. United States companies spent more than 8,250 billion dollars each year in the early 1990s on approximately 175,000 information technology application development projects. Examples of these projects included creating a new database for a state department of motor vehicles, developing a new system for car rental and hotel reservations, and implementing a client/server architecture for the banking industry. The study reported that the overall success rate of information technology projects was only 16.2 percent. The surveyors defined success as meeting project goals on time and on budget.

The study also found that more than 31 percent of information technology projects were concealed before completion, costing U.S. companies and government agencies more than 881 billion. The authors of this study were adamant about the need for better project management in the information technology industry. They explained, 'Software development projects are in chaos, and we can no longer imitate the three monkeys—hear no failures, see no failures, speak no failures.'

**Required:**

- I. Discuss the advantages of project management (10 marks)
- II. Examine the rank order for potential sources of conflict experienced by project managers? (10 marks)
- III. Explain the importance of planning in a project (10 marks)

## QUESTION TWO

- I. Demonstrate the total project life cycle stages (6 marks)
- II. Examine the secondary models of information systems used by managers to control projects (9marks)

## QUESTION THREE

- i. Classical management is usually considered to have five functions or principles. Evaluate the above statement. (10 marks)
- ii. Explain with examples the process of project planning (5 marks)

## QUESTION FOUR

- I. Formulate the four stages in planning process for project selection (8 marks)
- II. Evaluate the potential benefits in project management (7 marks)



